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Regional Services Program For Rural-Urban Economic Development. 2
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REGIONAL SERVICES PROGRAM

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Regional Services Branch

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REGIONAL SERVICES

PROGRAM

REGIONAL SERVICES PROGRAM

FOR RURAL-URBAN ECONOMIC DEVELOPMENT

Department of Industry & Commerce

Regional Services Branch

This is a new program sponsored by the Department of Industry and Commerce which is directed at improving the economy of towns and cities in rural Alberta.

It is a primary objective of the Department of Industry and Commerce to achieve a viable long term economic base for rural communities. It is towards this objective that the Regional Industry & Commerce program will direct its energies and resources. The program will:

- Provide opportunity and incentive to Albertans to participate in economic development of the province.
- Provide more and better jobs and in so doing, give Albertans a broader opportunity to earn a good living in smaller communities.
- Eliminate population and economic erosion in rural areas.
- Help communities help themselves in providing an improved socio-economic life quality.
- And in total will work towards establishing a viable long term economic base with better balance between rural and metropolitan communities.

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To achieve these goals several strategies will be employed, which we have identified for internal purposes as follows:

I. Opportunity Inventory

II. Rural/Urban Economic Development

III. Small Town Economic Development

IV. Industrial Development

V. Communication of Opportunities and Government Services

I. To give us perspective and a sense of priority in our quest for industrial expansion, we have initiated a project called the ..... OPPORTUNITY INVENTORY.

The strategy is to identify those gaps in the Alberta industrial/commercial structure which, if filled, would provide viable economic expansion of the province.

From this inventory we will obtain a:

1. List of Alberta firms capable of expansion.
2. List industrial/commercial gaps that must be filled by firms located outside Alberta.
3. Catalogue of existing Alberta products identifying import replacement potential.

And will:

4. Identify and rank export potential for Alberta firms.

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5. Identify problems that must be solved for industrial/ commercial prospects to facilitate Alberta location.

With this information which we expect to have completed by the spring of 1974, we will be able to prospect for industry and commerce in a logical manner.

II. The 'key result' area for providing breadth to our economic base is stimulating community growth. Thus the second part of our plan deals with the local activity ..... RURAL/URBAN ECONOMIC DEVELOPMENT.

Our strategy on this activity will be to activate communities in a self-help program directed towards attracting new industry and commerce and the expansion of existing industry and commerce.

Our tactics are to work with and assist the communities to complete the following:

1. Establish long term community goals.
2. Complete an economic study of the area. This is to be carried out as a co-operative effort between the communities themselves, our department, and the Provincial Planning Branch.
3. From the economic study, we will then list in priority an inventory of opportunities on which the community can take action. These will often be very basic things such as the need for a plumber, drug store, etc.

   Also, there will emerge in many communities a list of logical secondary manufacturing types of opportunities which can be translated into a prospect list. As an important part of

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this analysis we are preparing a series of models which will describe for various sized towns, the optimum industrial/ commercial development situation. Eventually we hope to develop dynamic input-output models which will illustrate the effect of economic development.

4. Committees for the local area will be established. Some communities will be able to afford an economic development officer on a full time basis while in others there will be a volunteer businessman or group of men.
5. Finally - an action plan for individual communities will be created. This will see the communities actively doing those things necessary to stimulate their own economic situation. The type and source of government assistance required to achieve the community objectives will be identified and then provided for. As examples, these could be: loans from A.O.C., Dree grants, infrastructure assistance, airport assistance. We would also actively encourage the development of the specific opportunities identified by bringing these to the attention of potential investors, businessmen, professional people, etc.

Target Communities

The following communities will be targets for our activity in 1974. This list will be expanded as towns become interested and as the program unfolds. (It is not our intent to omit any town.)

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Airdrie
Canmore
Cochrane
Drumheller
High River
Strathmore

Drayton Valley
Edson
Grande Cache (special)
Hinton
Mayerthorpe
Whitecourt

Camrose
Innisfail
Lacombe
Rimbey
Red Deer
Wainwright
Wetaskiwin

Falher
Fairview
Grimshaw
High Prairie
McLennan
Peace River (special)
Slave Lake (special)

Beaverlodge
Grande Prairie
Hythe
Sexsmith
Spirit River
Valleyview

Brooks
Bow Island
Medicine Hat
Milk River
Redcliff
Taber

Barrhead
Bonnyville
Lac La Biche (special)
St. Paul
Vegreville
Vermilion
Westlock

III. Now the foregoing community work really applies only to a good sized town or city. However, there are many small and very small communities in the province that need help too. They don't have to wither up and die; thus part three of the plan ..... SMALL TOWN ECONOMIC DEVELOPMENT.

To meet this problem, we have developed a strategy which we are very hopeful of succeeding. As a matter of fact, of all our activities this is perhaps the most interesting. Why? Well, because tiny communities have been drying up all over the place and the so called experts have been predicting their demise for several years. Well, we disagree with the experts for the most part - with one condition - that the communities are willing to work hard themselves to reverse the trend.

One of the important inputs for information for this part of the program comes from the "Task Force Project" on urban development going on in Southeastern Alberta.

Our strategy to help the smaller communities is to co-ordinate groups of 5 to 15 small towns in joining together to undertake economic and infrastructure development programs.

Our specific tactics will be to:

1. Organize communities with a trading area into common economic units;
2. Take inventory to determine economic and social needs;

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3. Appoint a project co-ordinator who will reside within the project area;
4. Establish a development program based on area needs as a shared project between our Economic Development Representatives, the Project Co-Ordinator and Local Development groups.

The map on the following page is the Task Force Project area which we will use as a model for the additional projects we have in mind. In the project area over the past ten years, there has been population and economic erosion. (This project group of towns excludes Drumheller.) And without really getting down to the facts, one might wonder if anything can really be done, short of massive financial assistance, to assist communities such as these. But that is totally incorrect, because over these past ten years, if only 160 jobs had been created through a development program -- no erosion -- of population or economy would have occurred. Between these 11 communities, that's only an average of 1.5 jobs per year, and that's not what we would call an impossible task nor one which will cost a lot of money. Regarding money, we estimate that it will cost $20,000 per year per project, really not an expensive endeavour considering the magnitude of what we hope to achieve.

We propose to undertake two new projects in 1974 (in Lac La Biche and area and the Crowsnest Pass) measuring our success in these before expanding the program further.

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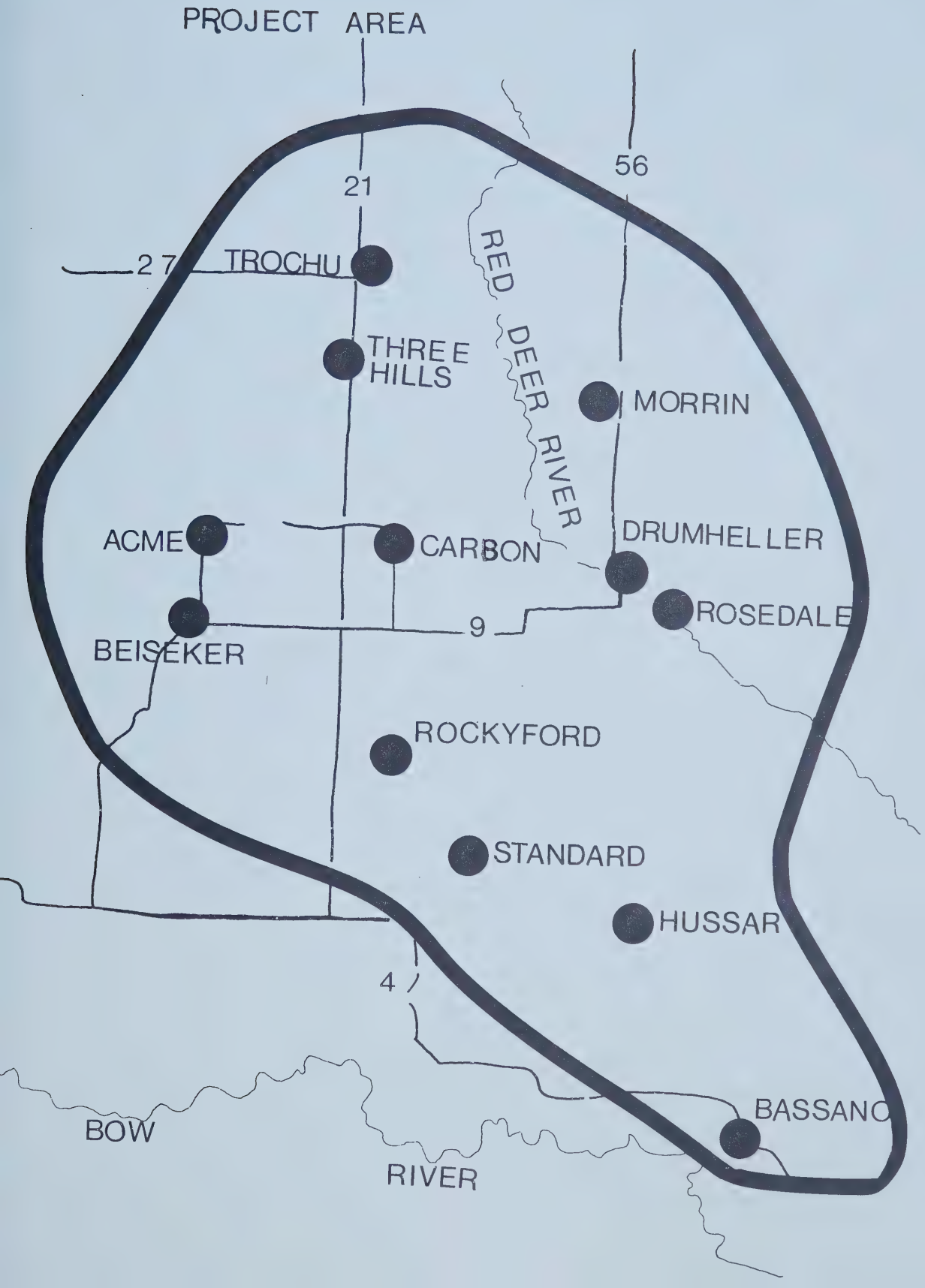
PROJECT AREA
21
56
27
TROCHU
RED DEER RIVER
THREE HILLS
MORRIN
ACME
CARBON
DRUMHELLER
ROSEDALE
9
BEISEKER
ROCKYFORD
STANDARD
HUSSAR
4
BASSANO
BOW
RIVER

IV. While industry will not spring up like mushrooms all over rural Alberta, we believe that by providing an alternative to Edmonton and Calgary an increasing number of firms will choosethe rural way of life. To provide assistance and stimulation we come to part four of the program ..... REGIONAL INDUSTRIAL DEVELOPMENT.

Our total department strategy in industrial development will be based on the province-wide opportunity inventory, community surveys and commodity industry sector feasibility studies. From this study will emerge a priority list of feasible industries which we will cultivate.

The Regional Services job in this will be to communicate opportunities to existing manufacturers in rural Alberta, prepare communities for industrial development, assist communities in preparing data for industrial clients and assist industries in their start-up year.

V. Considering all the things that this program must do, informing the public is going to be a major responsibility ..... COMMUNICATIONS.

The Regional Services program will be a primary instrument through which economic development communication will flow to the Alberta public, to industry and commercial firms, to communities and to students in our schools.

To Industry and Commerce firms we will .....

communicate specific industrial and commercial opportunities and the government services and facilities which may be used to assist expansion and new development.

Our tactical plans are to:

(a) Provide specifics of Opportunity Inventory.

(b) Catalogue potential Alberta investors.

(c) Prepare promotional materials.

(d) Inform as to our services - Regional Offices to handle enquiries, organize visits, provide information on communities, assist in feasibility studies.

(e) Describe related government services and facilities and how to use them through audio-visual presentations. Included in our presentations, the following are some of the agencies and departments we will discuss:

- Research Council
- Export Program
- Dree
- A.O.C.
- Federal Industry, Trade and Commerce Programs

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(f) Import replacement information

- catalogue of products, sources and specs
- purchasing agent phone-in service

(g) Trade Fair - assist

To Communities we will .....

Prepare and disseminate effectively information to Chambers, municipal governments, service clubs, Local Development Companies and individuals to illustrate how economic development takes place, what government assistance is available and how to take an active role.

Our specific tactics will be through .....

(a) Promotion - brochures and written material

(b) Service - full information service at Regional Office and Central Office
- public speaking
- individual contact
- audio-visual material
- newspapers and T.V. feature stories and programs
- permanent address file on computer

(c) Training - organized seminar programs by Economic Development Representatives

(d) Bank Program - solicit co-operation in directing prospects and problems to Economic Development Representatives

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To Schools

We will institute grass-roots programs that will result in a high level of knowledge of government assistance and programs including goals and objectives. Provide this to high schools for use in their regular material.

Tactics

(a) Brochures showing programs and facilities

(b) Information on how government and business work together

(c) Encourage entrepreneurial spirit of graduating students

(d) Participate in career night displays, etc.

(e) Information service on resources and industry in their area

Intra-Inter Government

Provide a co-ordination service to all associated sections within I. & C. for I.T. & C. and as required the Departments of Rural Development, Northern Development so as to enhance communications and avoid duplicate and parallel organizations.

Tactics

Our specific tactics will be to:-

(a) Provide an information booklet to government branches outlining

- Objectives
- Programs
- Officers names and addresses

(b) Develop close personal contact with other branches and departments at both field and head office levels.

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To Local Important Contacts

Since communities tend to be led by a small number of agressive persons, our program will provide a communicating link to and from these individuals

- Bank Managers
- Utility Managers
- Railroad Representatives
- I.D. Committees
- Chambers of Commerce
- Commissioners
- I.D. Officers
- Real Estate Firms, etc.
- District Agriculturist

Tactics

(a) Continuous personal contact by Economic Development Representatives

(b) Printed material re objectives, location of offices, names of Economic Development Representatives and programs

Through this regional program we intend to develop a presence in the local community that will result in our Economic Development Office becoming a 'place to go' to get information on a variety of government services and agencies. But to avoid parallel federal organizations being established, we will become the field economic development organization for Industry, Trade and Commerce and Dree, as it pertains to industry and commerce matters.

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The main ingredient to achieve success in this type of activity is good people. In planning and staffing our organization we have made excellent progress which brings us to the next stage of explanation of our program ..... ORGANIZATION.

To carry out the tasks, we have organized the branch into a network of regions, each of which have an Industry and Commerce office. These offices will be staffed by a qualified Economic Development Representative and a secretary.

The office locations are as follows:

Region 1 - Medicine Hat
2 - Lethbridge
3 - Calgary Rural
4 - Lacombe
5 - Camrose
6 - St. Paul
7 - Edmonton Rural
8 - Edson
9 - Grande Prairie
10 - Peace River

The management and support staff are located in Edmonton.

In addition to these regions will be the local Project Areas, headed by a Project Co-ordinator. As mentioned we expect two of these Project Areas to begin with, but will expand this depending on their success.

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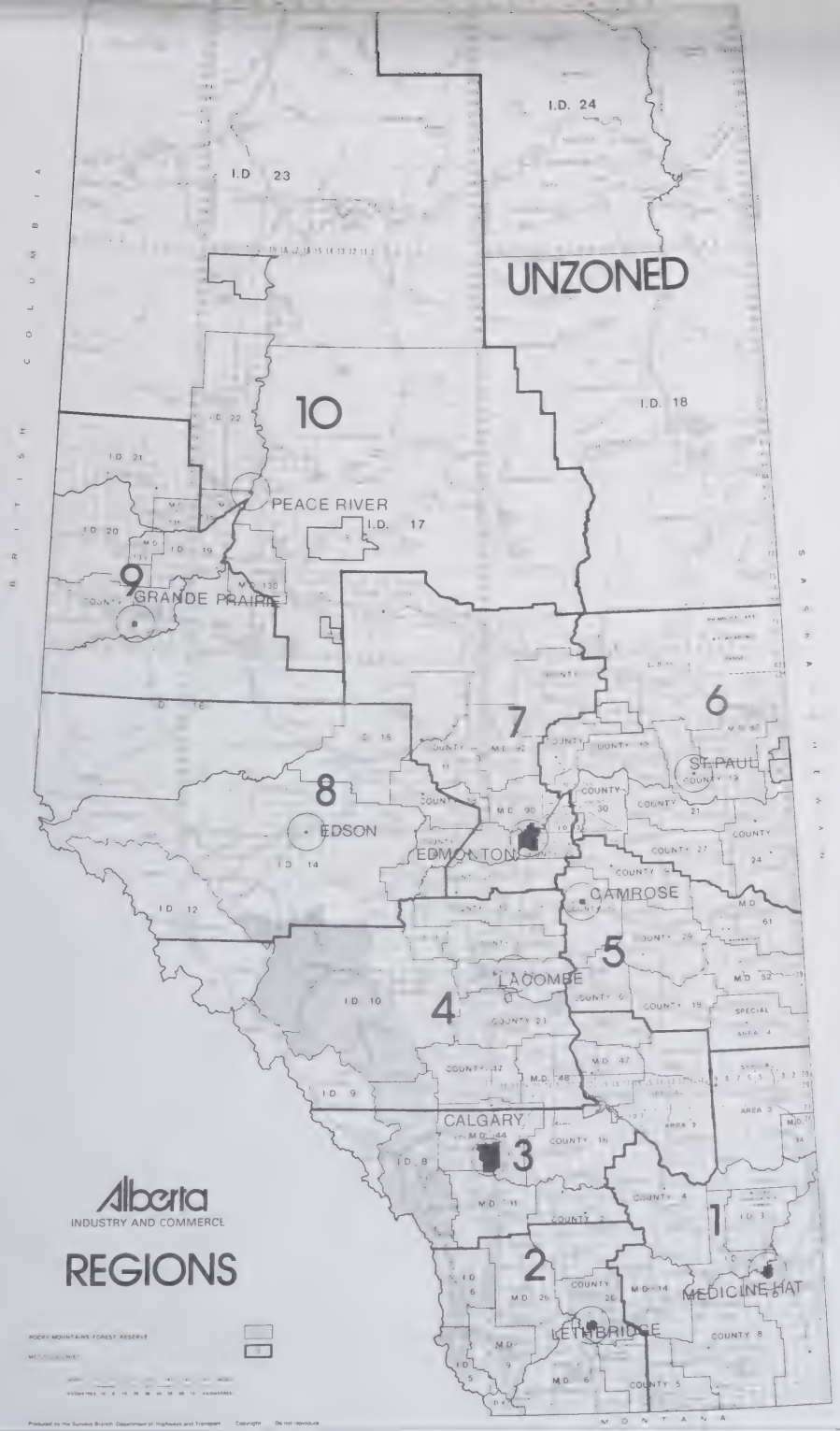
I.D. 24
I.D 23
UNZONED
I.D. 18
10
PEACE RIVER
I.D. 17
9
GRANDE PRAIRIE
7
6
ST. PAUL
8
EDSON
EDMONTON
CAMROSE
5
LACOMBE
4
CALGARY
3
2
1
MEDICINE HAT
LETHBRIDGE
BRITISH COLUMBIA
SASKATCHEWAN
MONTANA
Alberta
INDUSTRY AND COMMERCE
REGIONS
ROCKY MOUNTAINS FOREST RESERVE

INDUSTRY & COMMERCE

REGIONAL SERVICES BRANCH

Edmonton Office
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10015 - 103 Avenue
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Telephone: 424-0437

Mr. Ken H. G. Broadfoot
Executive Director

Mr. James Wright
Supervisor - North

Mr. Bob Stringham
Site Selection Officer

Mr. Vic Hartfield
Economic Development Rep.

Patricia McOrmond
Administrative Assistant

Jacqui Wakal
Secretary

Sandra Tate
Typist

Calgary Office
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Calgary, Alberta T2P 0Y8
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Direct Line: 426-4430 ext. 6284

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Supervisor - South

Mr. Bob Clark, EDR

Susan Hankel
Secretary

Joanne Stewart
Secretary

Mr. Ray Pyne, EDR
Carol Robertson, Secretary
P.O. Box 1688
St. Paul, Alberta T0A 3A0
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Direct Line 424-8161 ext. 18

Mr. Dwight Stanford, EDR
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Mr. Larry Allan, EDR
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Vicki Bell, Secretary
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Mr. Earl Dicknoether, EDR
Maire Marston, Secretary
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Mr. Deane Toews, EDR
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Mr. Curt Whyte, EDR
Sharon Merchant, Secretary
Professional Building
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Mr. Jeff Motherwell, EDR
Audrey Grams, Secretary
4910 - 52 Street
Camrose, Alberta T4V 2V4
Telephone 672-5312
Direct Line 429-6687

* EDR - Economic Development Representative

October 9, 1974

Who to call .....

REGIONAL OFFICES:

Mr. J. Bunting
Economic Development Representative
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Peace River, Alberta TOH 2XO

Telephone: 624-1528
Secretary: V. Bell

Mr. E. E. Dicknoether
Economic Development Representative
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Secretary: Mrs. M. Marston

Mr. R. H. Blake
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Secretary: Miss S. Rae

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Calgary, Alberta T2P OY8

Telephone: 268-8430

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Mr. R. Pyne
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Mr. D. Stanford
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Mr. D. Toews
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Telephone: 532-7450
Secretary: Mrs. C. Fedoretz

* Mr. J. Motherwell
Economic Development Representative
Camrose, Alberta

* Mr. C. E. Whyte
Economic Development Representative
Lethbridge, Alberta

* (As the office address and telephone number have not been established as yet, please contact the Edmonton office at 424-0437)

EDMONTON OFFICE

1529 Centennial Building
10015 - 103 Avenue
Edmonton, Alberta T5J 0H4

Telephone: 424-0437

K. H. G. Broadfoot
Executive Director

J. E. Wright
Supervisor - North

Miss P. D. Evans
Administrative Assistant

Miss J. K. Wakal
Secretary

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In conclusion, it is expected that all the departments will be involved in the process including some federal departments. For the purposes of brevity here however, the following interrelationships will be extremely important .....

ALBERTA OPPORTUNITY FUND

There will be close interrelations as follows:

1. Promotion of A.O.C. to be done by Economic Development Representatives augmented by A.O.C.'s own program.
2. Application origination
   - If company approaches us, we would assist them in obtaining and filling out the application
   - We will motivate companies to use A.O.C. facilities
3. Preliminary interview
   - The Economic Development Representatives will determine what he wants to do and is able to do
   - Assist in application completion
   - Supply A.O.C. any background information
4. Progress Reports
5. Respond to requests from A.O.C. for additonal data
6. List in phone book under Industry and Commerce

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RESEARCH COUNCIL

1. List in phone book giving Regional Office number
2. Use their services to assist our prospects in their development
3. Use the Research Council for industrial engineering service for new industry
4. Inventions - screening can be requested from Research Council
5. Industrial Park service

FEDERAL - INDUSTRY, TRADE & COMMERCE

The Regional Services program will assist Industry, Trade and Commerce as follows:

- Economic Development Representative is prime contact in field for I.T.C. matters
- Communicates I.T.C. programs
- Assists in setting up meetings and visits for I.T.C. experts
- Suggest changes to Industry, Trade and Commerce program
- Assist in Trade Fair nominations and preparation

We will be their field organization using Industry, Trade and Commerce programs to assist Albertans.

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